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9 August 1972

MEMORANDUM FOR: All Component Records Management Officers

SUBJECT : Letter of Appreciation and Records Program Report

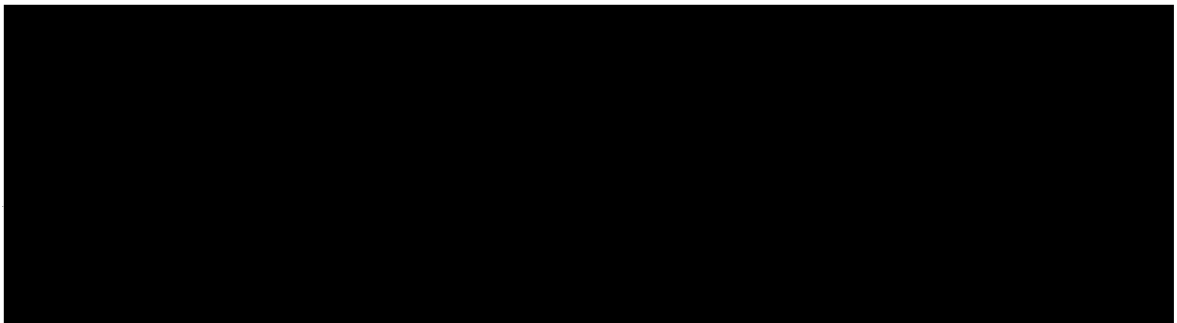
1. The Agency Records Management Program has enjoyed some twenty-one successful years and is beginning a new, expanded era. I wish to take this opportunity to thank you for your Program support these past five and a half years and to introduce you to the new CIA Records Officer and the plans for a new trend in Records Management and Information Control.

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2. In December 1966 [REDACTED] retired after heading the Records Program for some 15 years. [REDACTED] had established and developed our original Total Records Program, the Central Staff, the network of Component Records Officers, and the Agency Records Center. In January 1967 I was appointed CIA Records Administration Officer. With the excellent support of the Deputy Director for Support, the Support Services Staff, the Directorate Senior Records Managers, the Component Records Officers, our Central Staff, and the Records Center Staff, I was able to develop and implement several major actions in the Records Program with gratifying success. Each Records Officer has good reason to take pride in the results reflected in the attached report summarizing our overall accomplishments since 1967. On 21 August I will move into the Office of Training to establish an Agencywide Program of Training in Records Management. Again I will look to you Records Officers to support this effort. My sincere thanks to each of you for your assistance with the Records Program.

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for implementing the new classification and declassification control requirements prescribed by Executive Order 11652. [REDACTED] is particularly appreciative of the importance of the Records Program and its officers and was primarily responsible for this recent upgrading of the overall Records Program in which your role will have increased importance and responsibility.

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4. I am confident you Records Officers will support [REDACTED] with the same professional dedication and zeal you have demonstrated in the past. I am equally certain of your flexibility and competence to cope with the new thrust required by the addition of these new elements in the Records Program. Congratulations and good wishes for continued success.

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[REDACTED]  
Records Administration Branch  
Office of the Director

Attachment:

Records Program Report -- 1967/1972

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30 June 1972

RECORDS MANAGEMENT PROGRAM  
ACCOMPLISHMENTS -- 1967-1972

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GENERAL BACKGROUND

In January 1967, upon the retirement of [REDACTED]  
[REDACTED] was appointed CIA Records Administration Officer.

At that time the Agency had an established Total Records Management Program, a network of Records Officers in the Components, a Central Staff of analysts, and an Agency Records Center for semi-active records material. Only a few thousand feet of storage capacity remained available in the Records Center. Temporary space in the Federal Records Center was loaned to us for three years. After review of various alternatives I proposed a ten-year storage plan that called for a new wing on the Records Center. I found this the quickest, least costly, and least disruptive action. This would provide the storage capacity needed plus a subbasement for Vital Records protection and a second floor for an Archives, Research Rooms for Historians and Students, as well as a Museum with displays. This plan was disapproved because it required construction approval from Congress. Similarly, alternative proposals [REDACTED] and [REDACTED] management requested other solutions.

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Our two alternative proposals were presented by the DDS in July 1968. A project to purge 50% of the records in the Center was adopted by the Executive Director-Comptroller. Also the Records Management Board was created to administer the Records Purge and to study the Agency records problems and propose solutions. The subsequent actions by this Board, the Component Records Officers, the Central Records Staff, and the Records Center Staff all contributed to the following achievements:

RECORDS CREATION CONTROLS

a. Forms Management Agencywide required more than three thousand forms actions in the Central Records Staff since 1967. Records Officers obsoleted some 680 old forms but created more than a thousand new ones and revised about fourteen hundred others.

About 40 forms have exacting specifications for new computer scanning devices and even more have microfilming needs. We also have more than 300 forms for ADP input or output. These specialties have increased the technical requirements of forms analysis and design work in the Agency. More and more Records Officers are studying forms design and control. The new trend for the immediate future will require the Component and Directorate Records Officers to complete all of the forms design rather than to depend upon the Central Staff for such details.

b. Forms Management undertook a program of bulk purchasing of forms which resulted in financial savings and established a new policy for forms procurement. This program of combining forms requisitions will be expanded as the Central Staff is freed from design activities. The preclassification of blank forms is being re-examined in light of their high shipping and storage costs and the new policy on declassification.

c. Reports Management is an element in the field of records creation control. The Records Officers played a major role in an inventory of Agency reports ordered by the Office of Management and Budget for the White House. This partial inventory excluded operational and intelligence reports, yet it catalogued 1,800 Agency reports costing some four million dollars per year. OMB requested a reduction of these reports and costs. Agency action on 157 had a reported saving of \$400,000. The need for more Reports Management is being stressed by OMB in its new Circular A-44. The future Program role in the area of reports is being evaluated.

d. Correspondence Management, the other low priority in this Agency, also got a shot in the arm with the recent updating and issuance of a new Correspondence Guide after much coordination delay. Copies are available from the Central Staff and comments for a future revision are being requested. Also, the new Post Office requirements and better mail preparation guidance were furnished to several hundred employees and Records Officers via lectures, films, slides, and booklets. A related inventory found that the Agency sends more than 30,000 pieces of mail through the Post Office system each month.

#### FILE SYSTEMS AND MAINTENANCE

a. The volume of records in our offices has continued to grow and is receiving increased attention and analysis. In FY 1967 our inventory found 216,000 cubic feet of material in Headquarters area offices. The inventory last year reported 236,000 feet--an average increase of 5,000 feet per year for that four-year period.

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(The average for the last 15 years has an increase of 7,700 feet per year.) Efforts to reduce the office volume included our File Cleanup Campaign in 1967 which, in a three-month effort removed 18,860 feet of file material from Agency offices. Since then the Component Records Officers have reported office file destructions that have averaged 57,000 feet per year. Also, they revised 2,200 disposition instructions in their Records Schedules. Shorter retention periods were established for several large, major files after lengthy coordination. Several new disposal authorizations were obtained from National Archives. Yet the net office volume continues to increase.

b. The annual inventory procedure was revised to provide more detail as to the types of records material in the offices. The volume totals for official records are now separated from the non-record materials and the volumes of computer tapes and microfilms are indicated separately. The Records Officers have become more precise in these inventories and regularly include new areas of previously unknown and unreported files volumes--which explains the net increases in some offices. Similarly, a new central report on the volumes at [REDACTED] foreign field stations began in 1967. These have become tighter and more accurate each year. This new central report also has increased the overall net volume total. A ten-year comparison report of these inventories was prepared for the Executive Director and work has started to eventually put the records volume statistics into a computer system for further analysis and projections. In FY 1971 the reports showed some 7,500 feet in the [REDACTED] and 15,200 feet overseas while the Headquarters offices had 236,000 feet. The current size of the records problem is acknowledged to be at least that size in the Agency offices and subsequent inventories may find that it is even larger.

c. All collections of Vital Records and Supplemental Distribution were reviewed and Schedules updated. The Vital Records volume was reduced from 9,800 to 3,800 feet while the Supplemental Distribution material was reduced from 21,700 to 10,500 feet. Since 1967 some 18 Vital Records Schedules were changed and 16 new Disposal Schedules for Supplemental Distribution were created.

d. Equipment Management has always been a part of the systems and maintenance element of Records Management. This involves Records Officer review of procurement requests for file equipment and supplies per [REDACTED]. In the past five years Records Officers have reviewed requisitions and the related systems and procedures involving more than 1,000 pieces of records storage equipment valued at more than two million dollars. Similarly, in the first six months of 1971 requests for microfilm cameras and readers worth more than \$175,000 were reviewed and approved. In the past year, at the recommendation of our Records Board, this review has been upgraded and requisitions

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now require the additional concurrence of the Directorate Executive Officers. The staff work still is completed by Records Officers but this new procedure emphasizes the serious appreciation in Top Management for this element of Records Management. Included in this records storage review are the many requests for Secure Areas and Vaults per [REDACTED]

e. In April 1969 the Records Board recommended the Agency embark on a massive microfilm program. In the past two years the Records Personnel have been especially active in converting records systems to microforms. They have utilized microfiche, microfilm, and computer output microfilm (COM). Thousands of cubic feet of records have been converted to film and the bulky documents destroyed. In the past year a separate, new Microfilm Branch has been established in the Support Services Staff, DDS, to assist all components with microfilm systems, equipment, and training in this rapidly expanding specialty.

#### RECORDS DISPOSITION AND PRESERVATION

a. A purge of the holdings in the Records Center was conducted Agencywide and it disposed of some 69,000 cubic feet of material in four years. About 55,000 feet of new material was accessioned during the same period for a net reduction of 14,000 feet in the volume on hand. This is the first time in our twenty-one years that we had four annual net reductions in our Records Center volume. Reference service of the material in the Center continued to exceed 100,000 actions per year.

b. Additional capacity of 29,000 feet was obtained for the Records Center by the installation of motorized, movable shelving. Also, use of [REDACTED] added another 13,500 feet to our available capacity. The Records Board devised a plan to limit Directorate net growth in the Center to under 1,000 feet per year and to reduce that limit each year, thereby extending this new storage capacity indefinitely. The Component Records Officers have stayed well below the prescribed limit this first year.

c. During this past five years our ad hoc Agency Archives collection grew from 4,000 to 17,000 cubic feet and reference activity jumped from 3,000 to 7,000 items per year. Contributions as well as requests come from all Directorates. In May 1972 the Executive Director-Comptroller appointed an Agency Archivist and established a formal Archives Program which incorporates our proposals and collections.

d. New Retention Plans identifying the Permanent Records and "Offices of Record" have been completed for the DCI Area, the DDS and the DDS&T Directorates, and all but two offices in the DDI.

The DDP/RMO reports plans to develop an automated system to identify DDP offices of record and permanent records. In 1968 the Records Board issued guidance on the preservation of Historical and Legal Records consistent with the Federal Records Act and related Public Laws.

STATINTL e. The Records Officers participated in the identification and preparation of Agency material for the President Johnson Library. Headquarters Notice [REDACTED] was developed and procedures established for Agency participation in future Presidential Libraries. Similarly, liaison was maintained with National Archives, State Department, DIA, NSA, and other agencies on records matters. Some 35 requests for release of old OSS documents were coordinated for the Agency by the Staff.

#### PROGRAM DEVELOPMENT

a. The Records Management Board, chaired by the Agency Records Officer and with Senior Records Officers representing each Directorate was established in 1968 to work on Agency records problems. They met each month and submitted semiannual reports of progress and proposals to the Executive Director-Comptroller and the Deputy Director for Support. Among other things, this Board recommended upgrading its membership to cope with the Agency's information and records problems. This was accepted and implemented in April 1972.

b. The annual two-day conference of Records Officers was established as a regular Fall activity to study areas of common concern and to renew the Program's esprit d'corps. The prescience of the Records Program was reflected in the fact that the Conferees were called upon to consider such topics as Microfilming, Retention Plans, and Records Creation Control, years before they were formal, major concerns in the Agency. A half-day Spring Conference in 1968 brought the Archivist of the U. S. to the Auditorium to speak on Retention Plans. Since then we have completed those plans in most offices.

c. A series of informal visits by the Central Staff began in 1968 to review various records programs in the components. These visits were discontinued two years later as the Annual Conference and the Records Board became more firmly established. More formal audits of Component Records personnel and Programs are being reconsidered.

d. Guidance material was increased considerably. Some 12 Staff papers were issued covering a wide range of Program elements and requirements. Program-related publications from the Interagency Records Administration Conference and National Archives and Records

Service were distributed along with literature from industry and other agencies. A new bibliography of recommended publications on the Records Program was developed and distributed. During the past five years the Staff made Program presentations to more than 2,500 Agency personnel. Special training recommendations were issued periodically. Attendance at external records training, conferences, seminars, and professional organizations was promoted.

e. Experiments and research resulted in many recommendations to use movable shelving. Twelve installations costing \$56,000 compressed the storage of some 9,000 feet of files onto much less floor space than safes or standard shelves require. This success led to four large installations of motorized shelving costing some \$632,000 to house about 117,000 feet of records. The Agency was the first Government agency to install motorized shelving. Studies on the use of paper shredders resulted in their purchase by various Records Officers. Reviews are continuing on the possible use of Videotape Files and laser beam devices for records storage and retrieval.

f. Similarly, studies of NCR papers converted many ADP and manual forms to new NCR paper and still other forms, papers, and related systems are being examined for conversion. Dozens of forms were changed to eliminate the use of offset masters, thereby saving the annual cost of hundreds of thousands of these comparatively expensive mats with a very short shelf life.

g. As indicated at our RMO Conference last December we have launched a Records Program education campaign. During the past five years one major objective was to educate and involve Top Management in the importance of our Records Program. In this we succeeded when the Program was upgraded into the Office of the Director and Senior Officers were made responsible for its successful operation. Our second step was Program Briefings for Office Heads by consultant [REDACTED]. The DDS officers heard him in April and the other Directorates are being scheduled for September or October. The third phase will be the Seminar Workshops on Records Disposition, File Systems, and Forms Management to be conducted this Fall and Winter for Records Officers and office personnel. Also, there will be Records Program Briefings for middle managers at several OTR courses such as the Mid-Career Course, Intelligence and World Affairs, and DDS Trends and Highlights among others.

h. The Records Board and the Central Staff made substantial progress in providing Top Management with information to substantiate the millions of dollars saved for the Agency through our Records Program. Work should continue in this area to establish a formula for a succinct cost analysis to enumerate the savings in personnel, equipment, and space realized from improvements developed through



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the Agency Records Management Program. Records Officers should maintain detailed records of their local accomplishments and semi-annually report them to the Agency Records Administration Officer for his reports to the Board as well as for his evaluation of the Component Program and Records personnel.

  
CIA Records Administration Officer

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